

# Exemplary employer of choice

- Diversity, Equity & Inclusion
- Continuous learning
- Employee wellbeing
- Workplace health and safety



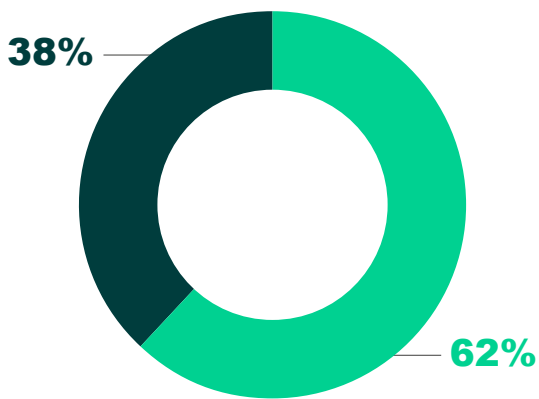
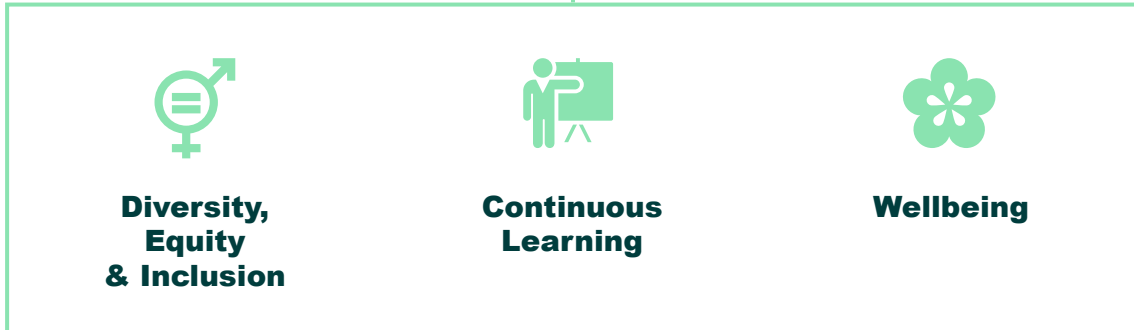
# Managing continual change in the workplace, involving both skills and tools, and enabling everyone to express their potential by valuing diversity and promptly responding to everyone's needs.

This is one of the main challenges we face today.

People are the **key resources** in fact for the evolution of our business and the creation of value over time. We foster **constant dialogue** and support our people in the pursuit of their goals, as well as promoting an **inclusive culture** geared to human and technological development. We are constantly investing in their **professional growth** and their wellbeing, promoting talent and guaranteeing a good work-life balance.

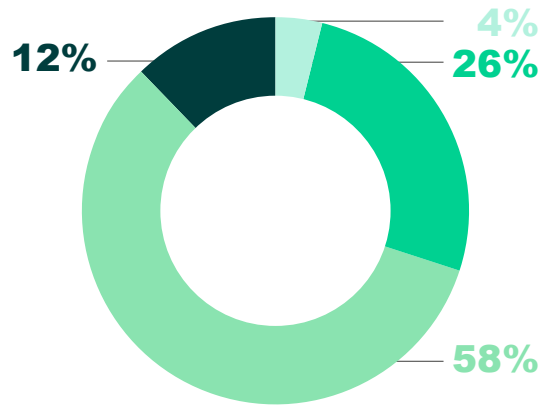
All the initiatives undertaken in 2022 worked in this direction, from training designed to give Sisal people the skills required in our market and the wellbeing that enables them to feel up to their everyday challenges, through to our Diversity, Equity & Inclusion (DE&I) strategy.

## People strategy



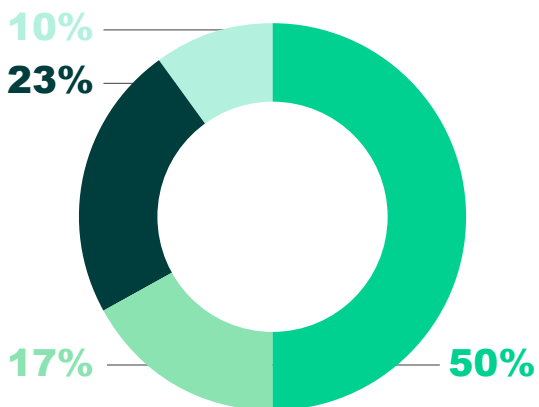
Total employees by gender

- Men
- Women



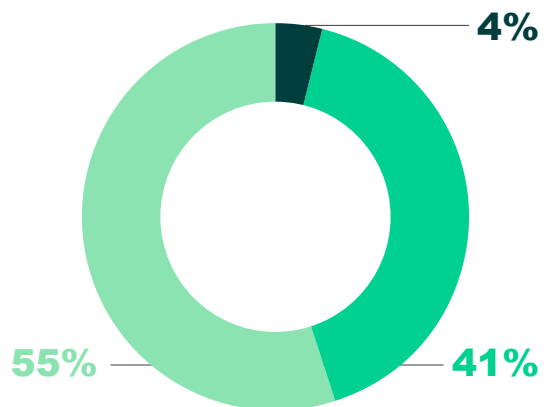
Total employees by generation

- Generation X
- Generation Y (Millennials)
- Generation Z
- Boomers



Total employees by seniority

- 0-2 years
- 3-7 years
- 8-15 years
- over 15 years



New hires by age group

- < 30 years
- 30-50 years
- > 50 years

# Diversity, Equity & Inclusion

**An inclusive working environment is one that enables everyone to express their personality and potential and generate wellbeing.**

This is why Sisal has in recent years chosen a path of **cultural change towards inclusion** and respect for diversity as the main pillars of our company culture and our projects, with attention to the different areas of DE&I: **Gender, Disability (Accessibility), LGBTQIA+, Generations e Multiculturalism.**

## **DE&I governance**

Sisal's Inclusion Team is made up of **35 colleagues** who decided to actively contribute to change and embark on a journey that has made them **ambassadors for the company's new behavioural model.**

In 2021, the team worked on identifying and formalising the Inclusion Guidelines for living and working in **an increasingly fair, collaborative and inclusive environment.** These guidelines explain how we should all act and behave in order **to understand, respect and value everyone's identity, promote inclusion and integration for everyone and encourage change.**

In 2022, a **Human Rights and Anti-discrimination Policy** was drawn up to further define the goals, commitments and methods through which Sisal plans not only to promote the principles of diversity, inclusion and equal treatment and

opportunities, but also to guarantee the **right to enjoy working conditions respectful of people and their dignity.**

### Valuing diversity and gender equality

People management, including turnover and hiring processes, are governed by internal procedures designed so that **women and men have equal shares of all jobs, including managerial posts.**

Action taken to guarantee gender equality includes the women talent acquisition and women's empowerment programmes.

To achieve the goal of **Zero Gender Pay Gap by 2030**, we constantly monitor this indicator and are gradually closing pay gaps between men and women in jobs of equal complexity. We also monitor promotion trends to ensure that women have a reasonable share of managerial

roles. Compared to 2021, we recorded an improvement in the average gender pay gap in Italy (down by 3.2 percentage points compared to 2021) and Albania (down by 4 percentage points compared to 2021), while the trends in Morocco and Turkey were penalised by significant changes in the makeup of the workforce.



#### Gender pay gap by Country<sup>27</sup>

	Italy	Albania	Morocco	Turkey
Average	-7.7%	-12%	39% <sup>28</sup>	7.5%
Median	-3.0%	-6%	125%	0%

<sup>27</sup> The gender pay gap figure is calculated as the ratio between the average women's and men's base salaries. The average differential at global level is -6.2%, whereas the differential using the median is 2.1% (meaning the median base salary is higher for women).

<sup>28</sup> In Morocco there are only 8 women (11% of employees in the country), all in executive-level roles.

## Training

In collaboration with **Wise Growth**, we organised a **4-stage course** (totalling 20 videos) on key DE&I topics. The course offers a way to **learn the value of diversity** and provides examples of behaviours to avoid and those to adopt to contribute towards making the workplace fairer and more inclusive for everyone. Topics included:

- Generations in the company
- Men and women at work
- Inclusion difficulties
- Towards a culture of respect

All colleagues also had access to the **DE&I Magazine** and the **monthly Webinar Talks**, in which guests speak about their lives and points of view on topics such as visible and invisible disabilities, violence against women, multiculturalism, LGBTQIA+ and the generation gap.

In addition to the courses and webinars aimed at the entire workforce, we also provided **training on inclusive leadership and disability management specifically for managers** (agents of change within their teams and the first people required to lead by example). Specifically, through the **non-profit ASPHI Foundation**, Sisal's Talent Acquisition team was given special training in the **selection of candidates with disabilities**.



### **Women Empowerment Programme**

As part of our DE&I awareness and promotion drive, we launched a new programme for women aimed at providing tools for dealing with **cognitive bias and the obstacles** surrounding them, thereby favouring their personal and professional growth.

Since its launch in May 2022, the programme has **involved 109 women in numerous online** and offline workshops in which they acquired tools for:

- discussing the mechanisms of women's exclusion/self-exclusion from the labour market;
- recognising and eliminating gender stereotypes;

- studying managerial leadership styles based on gender differences;
- promoting personal branding and networking.

Also in 2022, we started organising the **first International Mentoring Programme for women managers** in Flutter Group, which aims to encourage and support colleagues in the development of skills and career paths through a structure based on trust and relationships between mentors and mentees within Flutter International.

### **Gender equality certifications**

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Sisal has **UNI/PdR 125:2022 gender equality certification**.

Recognised by Certifica Sistemi, an Accredia-accredited third-party organisation, the certification proves the efficacy of Sisal's policies and organisational measures adopted to close the gender gap in terms of career opportunities, pay, management of gender differences and maternity.

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Sisal has gender equality certification from **Winning Women Institute**, whose mission is to advocate the principle of gender equality in the workplace and prevent all forms of gender inequality. WWI issued the certification following structured and objective analysis.

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## Networking to promote inclusion

### Valore D

Some years ago, we joined the Valore D network, the first employer association to promote gender balance and inclusion culture in businesses.

Thanks to its membership, **all Sisal's people are able to take part in meetings, webinars and talks** with trade experts reserved for member companies.

### Parks - Liberi and Uguali

We are a member of Parks – Liberi and Uguali, a non-profit association set up to help businesses understand, value and encourage **diversity and inclusion in the workplace**, with a special **focus on sexual orientation and gender identity**.

### Women at Business

We are a member of Women at Business, the first platform for professional meetings between women and businesses to promote social sustainability in terms of the **inclusion of women in the workplace** and due recognition of their skills.

### STEM by Women

We joined STEM by Women to help **promote studies and careers for women in STEM disciplines**. The association engages in awareness raising, research, training and development of STEM expertise in order to recognise the value of women's role in hi-tech professions essential for progress in society, cultural transformation, innovation and technological development.

## Equity and talent development

A workplace is fair when all choices are made **according to the principle of maximum transparency**. In practice, this means providing a clear and transparent definition of the criteria we use to assess our people, monitor their performance and guide them in their pursuit of the Company's strategic goals.

At Sisal, we insist on **fairness and equality** in assigning responsibilities, defining remuneration packages, and recognising merit and career opportunities, with constant reference to market best practices and benchmarking.

### Performance Management

The performance assessment system is one of the main instruments for guaranteeing **professional growth guided by objective annual data** and facilitating the decision-making process regarding careers, development and bonuses. The

new Performance Management system was launched in 2021 not only to develop our people but also to **promote a culture of continuous improvement and feedback**. This transparent and consistent process monitors performance over the year in terms of objectives achieved and skills employed.





Using a flexible management programme accessible from all devices, performance assessment involves tracking data and updating objectives throughout the calendar year so that **personal goals** can be kept constantly aligned and individuals' capabilities measured against **Sisal's Skills Model**.

The entire corporate population can take part in the incentive system (bonuses and MBO), 10% of which is currently tied to sustainability goals<sup>29</sup>.

### Career Management

Career management at Sisal is designed to **cultivate talent, offer adequate growth prospects to all people with key skills** and facilitate their personal and professional development paths.

These **fair, transparent and structured growth paths** operate in two dimensions: the individual and the role. The career model features detailed and **declared criteria** for facilitating Sisal people's growth in terms of their **responsibilities, professionalism** and **skills**.

There are **three types of career path** at Sisal - *Professional, Advisorship, Managerial* - and each is developed in step with the growing complexity of the individual's role.

### Talent Management

At Sisal, we **recognise talent and create the conditions to nurture it**. Our ongoing inclusive talent management process is designed to identify high performers who want to invest in their careers. Operating in synergy with organisational needs, it ensures the updating of existing skills and the development of new ones.

**Three Talent Management programmes have been launched** to date, each addressing a different category in the corporate population.

#### Discover your talent

This programme enables under 32s with 1 or 2 years seniority to discover their potential.

It is based on an online assessment of potential, soft skill training platforms and coaching sessions for aptitude and professional guidance.

#### Boost your leadership

This is the managerial skills development programme.

It features an assessment and training centre where managerial skills are developed through team activities.

#### Great Talent, Grow Together

This programme for Senior Managers and Directors is designed to develop leadership for the future.

It provides an assessment and training centre that focuses on the company's future challenges and involves specially organised events and training activities.

**77 people involved in 2022**

**52 people involved in 2022**

**22 people involved in 2022**

<sup>29</sup> The value of sustainability goals may be higher for some professionals who have additional ESG goals.

## Dialogue and inclusion

We develop projects to create and implement **innovative and effective tools** that constantly improve employees' experience and foster **inclusion and engagement with people at all levels**.

### Net Promoter Employee Survey

We monitor the climate in the company by means of the **Net Promoter Employee (NPE)** survey, which measures our employees' potential willingness to **recommend the company for its working environment**. In addition to regularly monitoring employee satisfaction, the survey seeks to identify improvements to implement in response to results.

The methodology is based on responses (expressed as a value from 0 to 10) to the question *"How likely are you to recommend Sisal as a place to work to your family and friends?"*, with final scores grouped in these three categories:

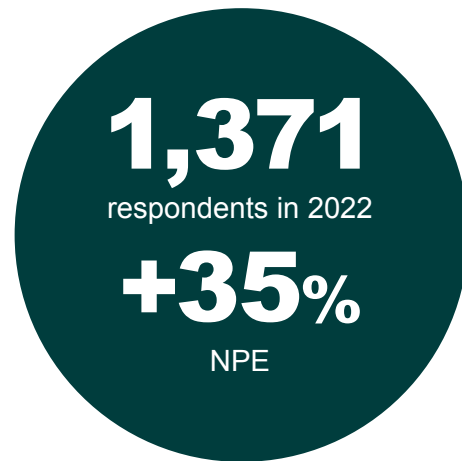
- *Promoters* (from 9 to 10)
- *Neutrals* (from 7 to 8)
- *Detractors* (from 0 to 6)

The NPE value (%) is the difference between the number of Promoters and the number of Detractors. In 2022, the NPE rose 13 percentage points on the previous year (from 22% to 35%), with a 7-point increase in promoters. Survey results are accompanied by comments ex-

plaining the reasons for the NPE value found, thus enabling the company to better understand employees' expectations and act accordingly.

### "Great Place to Work" DE&I Survey

To help us improve the work experience at Sisal, we decided to conduct a survey designed to measure our performance in terms of Diversity, Equity & Inclusion. This will enable us to understand any problems we have and plan action to produce a positive impact on our work environment.



# Continuous learning

**Sisal offers everyone the opportunity to invest in their own growth through an innovative training proposal, focusing on people's employability.**

A company will only grow, in fact, if the value of its people does too, and this is our contribution to the wellbeing of the community, **helping to create a more mature, efficient and responsible labour market.**

Sisal offers multiple online training platforms that guarantee a huge choice of learning opportunities for all employees in all countries. In Italy employees are also entitled to hours of study leave under their national labour contract.



**48,397**

total hours of training provided\*



**16**

average hours of training per year per employee\*



**100%**

employees with access to training programmes or professional and skills development

\* Including trainees and mandatory training.

## OpenCafé Web

This is Sisal's employee training platform, designed to develop digital, technical and soft skills.

It has both mandatory training courses and programmes designed for individual professional development. There is also an international version for colleagues in other countries.



about  
**13,000**  
training hours

## OpenCafé Languages

In an increasingly international organisation like Sisal, it is vital to be able to communicate with colleagues abroad. That is why we developed OpenCafé Languages, a web platform for training in nine different languages: Italian, English, Chinese, French, German, Spanish, Portuguese, Russian and Dutch.

Our employees can use it both on the web and via a smartphone app, as well as being able to invite a non-company guest free of charge. Here too, there is a gamification system with monthly prizes in the form of individual language lessons.



about  
**7,000**  
training hours

# Employee wellbeing

**Sisal promotes initiatives that aim to spread an authentic culture of wellbeing among employees.**

Wellbeing, physical and mental, with a threefold benefit: **for our people**, who will be free to realise their full potential; **for the company**, which will boost its performance and attract the best talent; and **for the community**, because a sustainable working environment produces a measurable social impact.

## Welfare & Wellness

Sisal's welfare model is inspired by the principles of **inclusion, empowerment and engagement** and designed to enable everyone to work to the best of their abilities while enjoying a good work-life balance.

We also support our people with initiatives to improve their psychophysical wellbeing and by renewing the offering of services from year to year.





## Health insurance<sup>30</sup>

Sisal offers all employees supplementary health insurance on top of their contractual coverage. For managerial grades coverage is extended to their families, and for senior managers there are also life insurance and permanent disability options.

Abroad, we have arranged for health insurance coverage in line with local legislation.



## SisalCare

This platform manages all initiatives regarding all aspects of Italian employees' wellbeing, from the importance of parenthood to mental wellbeing.

A single touchpoint accesses all the welfare services provided by the company, including welfare credit and/or converted performance bonuses under the new supplementary contract signed with the trade unions in June 2022. This amount can be used to purchase services, for repayments, or to make supplementary social security or insurance fund payments.



## Mental wellbeing

Through collaboration with Mindwork, Sisal offers employees online psychological consulting in support of mental wellbeing. Alongside this one-to-one service (active in Italy), Sisal organises quarterly webinars in which experts speak on mental health topics and share experiences. In 2022, the company provided 252 consultations with a psychologist and four psycho-educational webinars worth a total of €35,000.



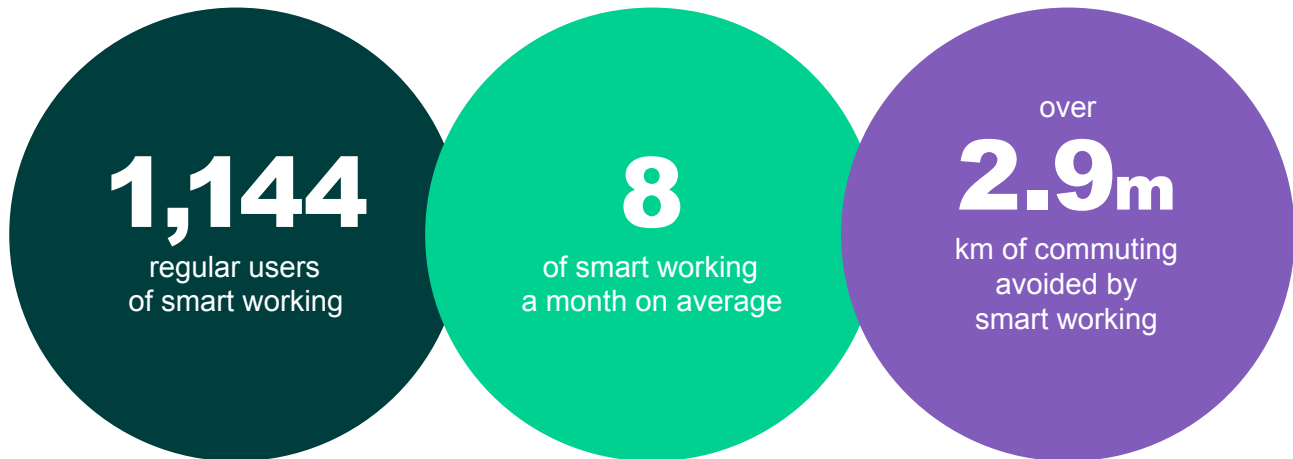
## Physical wellbeing

Sisal has reached a new agreement with Fitprime Corporate enabling employees (in Italy) to use a network of sports centres (providing over 500 sports activities) and wellbeing centres for leisure and relaxation at discounted rates. In addition, the new Milan headquarters has its own gym (Sisal Gym) and a wellness room where specialists such as dietitian, osteopaths and physiotherapists provide on-demand proximity services.

<sup>30</sup> Supplementary health insurance is offered to 100% of the corporate population.

## Smart Working

Sisal introduced smart working well before the healthcare emergency made it urgent. With the outbreak of the pandemic, the goal became to **extend as far as possible the perimeter of people who work in this way**, in line with business objectives and appealing to people's **sense of responsibility**.



Data for the Rome and Milan offices.

## Parents and Caregivers

At Sisal we support parenting in the various **stages of children's growth** and also **help families** with special allowances and training initiatives.



<sup>31</sup> On average, around 4 of the extra 5 days allowed by Sisal are actually used.



## Parental leave

In 2021, in Italy, we introduced a €300 **monthly allowance for new mothers** to cover baby-sitting or nursery costs until their baby is 18 months old, to facilitate and economically support new mums returning to work after compulsory maternity leave.

Since January 2023, we have provided further **maternity support**, with an extra month of leave at full pay on top of the obligatory 5 months, plus the possibility of extending this at 50% pay. Also in January 2023, **paternity leave** was extended by five days to total four weeks of obligatory leave at full pay. In addition, single parents may now ask for up to 10 months leave (can be extended to 11), also in the event of sole custody.



## Scholarships

**We provided €30,000 in scholarships** for employees' children, covering up to €3,000 in expenses for five years.



## Caregiving

Sisal also helps employees look after family members who are not self-sufficient by providing guidance and direct access to a network of social and welfare services and reliable professionals.



## “Profession Parent” training programme

This innovative **guidance programme for parents and children** has been enriched with new content. It offers parents guidance on how to **effectively support their children as they grow** and provide them with tools to help make decisions about their studies and future careers. The programme has four modules: SOS Parents (for parents with children from 4 to 18); Push to Open Junior (for parents with middle school children), an interactive multimedia guidance programme to help choose a secondary school based on the joint assessment of abilities, attitudes, motivation and opportunities; Push to Open Senior (for parents with children in high school): providing university and career guidance through dialogue with professionals from major companies and thousands of students from all over Italy; Digital Parents (for parents with children from 6 to 15), designed to help parents and children develop the digital skills needed to use new technologies with an informed approach that avoids risks.



# Workplace health and safety

**Sisal protects people's health and safety by investing in training, awareness and certified management systems.**

**People's health and safety are both the essential conditions for and primary goals of Sisal's business operations**, in line with the company's mission and values and the Group's code of conduct and sustainability strategy.

As stated in its **health & safety, environment and energy policy**, the Group is committed to doing business in compliance with the law, regulations and contractual agreements with various stakeholders, as well as to optimising its business processes and use of resources in pursuit of maximum levels of effectiveness and efficiency, while also guaranteeing its employees' health and safety.

To strengthen our workplace health & safety culture, we invest in **staff training, information and awareness raising** and manage our operations so as to prevent accidents, injuries and occupational diseases. We also encourage all employees to report all near misses, whether environmental or Health & Safety.

Our adoption of an **Occupational Health & Safety Management System according to ISO 45001** ensures continuous improvement and involves regular checks and audits, as well as ongoing fine-tuning of staff engagement processes and initiatives<sup>32</sup>. We constantly analyse health and safety risks and identify suitable mitigation measures.



<sup>32</sup> Certification perimeter: Sisal Italia S.p.A. (formed from the merger by incorporation of Sisal Lottery Italia into Sisal Entertainment), Sisal S.p.A.